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Interview with Ed Riddell, co-owner of
Riddell Advertising and Design
in Jackson Hole

Interviewed by Ben Read under the auspices of a grant
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Since 1986, Ed Riddell's business has done layouts and strategic planning for the Visitors Lodging Council. The Council's funds come from a lodging tax that has been approved by the voters of Teton County. This year, the tax is expected to generate about $1.2 million. By state statute, all of this funding has to be spent directly on promotional activities. About 60 percent of the budget has been used for advertising; the rest has typically been allocated to special events and trade shows.

Ed and I spoke for about 45 minutes. Most of our conversation was about the image of Jackson Hole, its target publics and changes in the marketing of Jackson Hole over the six years that Riddell has handled the account. His company was launched in 1976. They now have 15 employees and generate annual billings of about $4.5 million.

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(Riddell): An interesting point that relates to the topic is that we import people into Jackson Hole. In other words, we are not only in theory guilty of bringing tourists to the valley, we've also brought residents to the valley.

Most of our hires come from outside the valley because in order for us to get the kind of talent we want, we go wherever. We've got three people in here from Boston; we've got a person from Dalles, a person in here from Portland. To give you an example, the last time we recruited a writer, we took out a one inch classified in the New England issue of Ad Week, which is an advertising trade publication, and one in the southern California version of Ad Week, and I'd venture to say we got over 300 applications for a single spot.

Like any other business, we're offering a really terrific employment opportunity for people who are really fed up with the big city. And those people aren't moving here because they are tourists, or were tourists, they're moving here because they hate where they live and they're willing to accept in the neighborhood of a 50 percent pay cut to live in a place like this.

(Interviewer): I would have thought that to the extent you're hiring recognized talent, these people are interested in career development. Thus, as they come, others leave.

(Riddell): That's an interesting point. So far they have not. So far they have discovered for themselves that the trade-off in money is well worth the life style. They haven't discovered this as a stepping stone where if they do good work, they then move off to New York. Having been here makes it even harder for them to live in a New York or an L.A.

The reason it relates to the question of why Jackson Hole is growing -- the question of whether Jackson Hole is growing in relation to tourism development or something like that -- I really believe that these people are evidence to a large extent of why people are moving to Jackson Hole. It has nothing to do with tourism promotion; it has to do with their dissatisfaction with their current lives.

(Interviewer): I've reached some of the same conclusions. When you live in Jackson Hole, you live of a place, you're of a cloth. There's a sense of the geography; there's a cohesion that is lacking in the relativistic environment of the city.

(Riddell): There's a community for one thing.

(Interviewer): In the city, one is reminded that one's most deeply felt convictions are arbitrary and personal. When one recalls people like Locke or Hume writing about the nature of reality from the point of view of Britain in the 1700's, it's impossible for us to see the world now in terms that allow one to make those kinds of comprehensive, synthetic statements. Jackson offers the sense that there is a certain solidity and cohesiveness to things.

(Riddell): A related point is that when I think of offering someone a job, there are two things that I look at, and they are equally weighted. One is talent. Obviously I look for talent, but there are a whole batch of talented people that I dismiss. And the reason I don't even consider them is that I just know that they are not going to fit into Jackson. I know that when they get here, regardless of what they say, their expectations will be disappointed. It will simply be a matter of time before they say, "Oh, man, I love New York. I'm going back."

It has to do with what kinds of activities they enjoy. If they are outdoor kinds of people, I stand a much better chance of it working out. If there's some attachment to something environmental -- I've got a guy here who loves to fly fish; I knew it would work out for him here, and it does.

And I've had the opposite experience.

(Interviewer): Assuming, in advertising, that you see yourself on end of a conversation with someone who's looking at your ad, to what extent do you see yourself as talking with an urban public, an urban conversationalist?

(Riddell): Anyone who is in the advertising business has to stay in touch with what young people are thinking. You've got to watch MTV; you've got to look at these wacko publications that are out there. You've got to go to the cities; it would be very easy to lose touch with that market.

However, I'll qualify that by saying there are two types of clients. One comes in and says I'm going to trust you to do what's right for me. Another kind of client says that, but then essentially dictates to you what's going to be in their ads. So it's not fair of me to speak of the client who dictates because it's not really my work. All I am is their hands.

On the other hand, there would be work that is ours. And I can answer your question about staying in touch -- do I have to speak their language, so to speak? If I'm advertising Jackson Hole, my personal preference is to present Jackson Hole as I see it, to present the Jackson Hole that I cherish and value. Alright? That's the kind of person I want to see coming here, and if they don't get it because I'm speaking the wrong language, my attitude is I don't want them. That's my personal attitude; my clients may not agree with that. The clients that do let us express ourselves like that.

(Interviewer): Is the Visitors Lodging Council a client that brings you the images it expects you to use, or is it in the other category?

(Riddell): We've had both. We've had that account for six years now...

(Interviewer): ... during the whole life of the Visitors Lodging Council?

(Riddell): Yes, we've had it since its inception. But the Board changes yearly so our client changes yearly. We've had periods where our client would let us do exactly that; we've also had periods where it's no, no, no, it's not what we want; we want you to paint this picture.

In fact, for two whole years, we did a campaign that was designed to lend support and crredibility to the conservation efforts. The theme line of the campaign was, "Jackson Hole, We've Saved the Best for You." The information we presented was all those aspects of Jackson Hole that had been preserved for the public to enjoy. The idea was to give credibility to the Land Trust... by saying that we're saving these views out here so that people can enjoy them. The park is protected so that people can enjoy it forever; these were the ideas we presented. The idea being that the Alliance (the Jackson Hole Alliance for Responsible Planning) and land trusts could go out and say, our efforts are not only good for preservation, they're also good for the economy. Look at how these people are using the fact that we are preserving our land

as an economic stimulus. Because, as you know, preservation very often needs to be looked at by some sectors of the community, mostly the moneyed sectors of the community... they want to see dollar values attached to preservation: If you can't say how much a grizzly is worth, it's not worth anything in their minds.

And I would say that you could make a very strong case that the preservation efforts going on in Jackson Hole -- I mean master planning and things like that -- are absolutely crucial to the economic success of the valley.

(Interviewer): I wish sometimes that the client on whose behalf you are preparing the ad could be its audience.

(Riddell): I wish so too...

(Interviewer): ... because it doesn't take a leap of logic for the person who's visiting the valley to appreciate that preservation efforts describe a philosophy or attitude of hospitality, bringing the "best of something to you." The average businessman can, no doubt, see directly the value of hospitality.

(Riddell): Any good businessman knows what the value of hospitality is; they know they're in the service business, no matter what their business is. How they treat their customers is whether or not they are going to survive. When you're in a boom economy, you can get away with not treating your customers well. When things aren't so good, if you don't treat your customer well, you're out of business.

(Interviewer): Was that ad campaign an example of one that was thought of by the Visitors Lodging Council?

(Riddell): No, that's an example of us coming forth with an idea and having a client at that time which was willing to say that's a great idea. There also was a fortuitous piece of timing that allowed us to do that, and that was the renewal of the lodging tax. The vote was coming, so I used that as, "Hey, this is a great time to get out there and do this kind of campaign because it's public relations."

I also oftentimes happen to be working the back door on stuff like this. And it also happened to be public relations for elections at the time, and all sorts of things like that. To me, it brought the whole issue to a head... preservation, open space, how it relates to our economy, and the fact that it is crucial.

Now you get to the problem, the next leap that happens, is what happens if instead of the open space driving the economy, the economy drives the open space. Or vice versa, which is what is happening now.

(Interviewer): I'm not sure I understand that.

(Riddell): OK, let me explain that. You can make the argument that we should preserve for the economy...

(Interviewer): ... the scenic feeling of the valley?

(Riddell): And that's going to be good for the economy. But you can also make the opposite -- and how you come at this is important -- that the economy is the reason we should preserve the open space. There is a slightly different meaning in those two things. Is open space driving it (preservation) or is business driving it? What I'm worried about is that business is beginning to drive it.

(Interviewer): What is the outcome?

(Riddell): What it means, essentially, is what has happened. Land values have gone up tremendously, and the open space has pushed up the desirability of being here. Now what's going to happen is that the other side takes over, those values go up and so therefore it's going to be much harder to preserve.

At first we had this marvelous open space driving the economy, and everybody is happy. We're going along and going along. And now what's happened is that we have gotten so successful at this open space driving a healthy economy, that the healthy economy has now made it very difficult to preserve open space. Do you see what I mean?

(Interviewer): I do, and I understand that perfectly. I've felt that always in the terms that development pressure didn't converge on Jackson Hole as early as it did elsewhere. The conservation movement, therefore, had a chance to achieve results that have now spawned the next generation of pressure.

What are some examples of campaigns that originated within the Visitors Lodging Council? Do they tend to be more reactive, like in the aftermath of the Yellowstone fires: we've got to tell people that the park is still there?

(Riddell): Here's an example. Right now there is a tremendous effort to market Jackson Hole as the western cowboy thing. That is being driven by the idea that people think there is a demand for the western cowboy thing. They're out there saying the West is hot; so let's position Jackson as being the quinessential West.

The Ski Corps right now. They're changing their whole image to, "dedicated to preserving the old West." That's their new theme line. Give me a break. I mean, you get off the airplane. You take a bus from the airport to Teton Village. You get off the bus at Teton Village. Tell me about the old West; tell me what you are experiencing of the old West. I think that is totally bogus.

That is an example of making something out of the product that it

really isn't. You are saying this is what the consumer is looking for; the West is hot, so let's give it to them. And we're going to give it to them by essentially, in my opinion, pretending we're something that we're not. As opposed to saying what we are which is, by God, good enough: the open space we've got; the scenery we've got; the ski mountain we've got, be it difficult or not... making an advertising campaign around that.

Another example is the same thing. They think it works against them to be an advanced ski area. So what do they do? They go out and say we're really an intermediate area.

(Interviewer): I must say there seems to be a tremendous school of thought in public relations that runs along these lines. A problem is identified. Everybody hates the power company. So what do they do? They hire an ad agency and make a song around the theme line: You've got a friend at PEPCO.

(Riddell): It's the same thing. It's Teton Village going out there and saying we're really an intermediate area, and then you go and read every article about Teton Village and all they do is talk about how advanced it is. But they deny it at every opportunity they get. And Teton Valley is not western.

(Interviewer): You could also make the same point, couldn't you, by saying that Teton Village is also an intermediate's area? And Western clothing, for instance, is a fast-growing sector in the world fashion scene; Denver has turned into our home spun version of Milan. I guess that doesn't connect back to what you've just said, unless it is to ask, couldn't Jackson Hole do something with its western theme?

(Riddell): If Jackson Hole was a western area...

(Interviewer): To jump into something else... How is advertising a location in its entirety different from advertising a discreet product?

(Riddell): It's not. When I want to make an ad on a location, I essentially make it a product in my mind. In doing that, I ask myself: What are these products strengths and weaknesses? What are Jackson Hole's strengths and weaknesses. So I then go in and say, I'm not going to advertise its weaknesses, I'm going to advertise its strengths. So, then, I ask, what strengths are going to appeal to the people I'm trying to reach? It's the same whether you are advertising denture cream or a location.

I'll give you an example. Say I'm advertising the ski area. The ski area's strengths are vertical drop, lots of unmanaged terrain -- more and more ski areas are just getting groomed to bits; we don't do a lot of grooming because we can't do a lot of grooming out there. So I say those are potential strengths. I then go over there and ask, who will those appeal to? Well, they're not going

to appeal to the beginning skier. They're going to appeal to the above average skier. So I take those strengths and I match them with the above average skier.

Another example. A big strength of Jackson Hole in the winter time is our scenery. There isn't another area in the United States where scenery is as spectacular as it is here. There are areas in Canada, but not in the lower 48. It simply doesn't exist. That's a major strength: scenery. So now I have to go over here. Scenery doesn't make a wit of difference to the fanatic skier; they don't care what they see. They're just here to ski. But the wealthier skier who is interested in more of a complete vacation package, not just how many vertical feet they can ski in a week, for them there's a lot of interest in scenery and the fact that Jackson Hole is next to Yellowstone, and they can take a day off and go to Yellowstone. The avid skier isn't going to take a day off and go to Yellowstone. So I take that strength and I match it up with a potential group of consumers. I make an ad that has that message, and I put it in front of that potential group of consumers. You do the same thing if you are selling deodorant, bicycles, golf clubs, it doesn't matter.

(Interviewer): Over the years what have been some of the strengths or the assets of the community that have figured most prominently in your advertising, apart from the examples you have mentioned so far?

(Riddell): I mentioned earlier the ads that showcased our preservation efforts. We had an ad that showed Hardemann meadows to show that this community had the foresight to save this place. They (the community at large raised about $600,000 to buy about 110 acres near Wilson that was proposed for subdivision) preserved it for themselves, but it was a tourist-type benefit. Our ranching... now there was an example of how you could go to the western theme without saying we're the latest and the greatest cowboy location. That's what we did. We said you can come here in the fall and you can still see them bringing in the cows down Spring Gulch. That's a wonderful thing.

(Interviewer): So there is a sense of the past in the present, but it's not being trumpeted through images of Billy the Kid.

(Riddell): Scenery is clearly a huge asset that we market. Wildlife is a huge asset that we market. You're seeing my biases here. Since they're my clients, my biases tend to creap in. Somebody -- and this is another example of the difference between whether it is client driven or driven by me -- I have had Visitors Councils that have said, "Hey, we should be promoting the town of Jackson. What a great place." I disagree. I don't think that's why people come here. I don't think the town of Jackson is an asset. I think it may be a weakness rather than a strength, but I may have clients who disagree with that.

So I'm going to go out and ask myself, "Why are people coming here?" I really think they're coming here for the parks, the lakes, the rivers, the wildlife, the wide open spaces. That's what I think they're coming here for, so that's what I market. Somebody else could go out and market the alpine slide as a reason to come here, our golf courses as a reason to come here, our town as a reason to come here. I disagree. I think you can find those anywhere. Ever since I've been dealing with Jackson Hole, I've been trying to push the things that I think are honest, and the things that I think will draw people who are more liable to appreciate what we have, as opposed to people who are likely to be disappointed.

(Interviewer): One of the qualities in the list of features you've mentioned is that they are abiding: they come from the past and they go on into the future. To the degree that I was talking about the relativistic environment of the city, these qualities might find a sympathetic or kindred audience in the cities.

(Riddell): It's very lucky. I think one of the reasons that Jackson Hole is doing so well is that those attributes fill a great spiritual need of many people in the United States right now. I don't think you have to live in L.A. for a long time to begin craving some open space and fresh air and being on a beautiful river.

That's why I'd go so far as to say right now I think there would only be a marginal difference in what's going on in Jackson Hole if we'd never spent a penny on advertising. That's my opinion.

(Interviewer): I recall reading that the most amazing facet of advertising is that no one actually knows if it works.

(Riddell): I'm sure we have brought some people to Jackson Hole. They go home with a rich experience, hopefully, and they tell their friends, and that's when advertising really works. The first rule of advertising -- and I tell this to all clients and they say, well, what do I need to hire you for -- but... the fact is you can't sell something to someone that they aren't already predisposed to buy. You can't sell skateboards to 65-year olds, and you can't sell denture cream to teenagers. They're not predisposed to buy it.

The reason Jackson Hole is hot -- this gets back to my rule -- is that people are predisposed to want a product which is antithetical to their city experience. The city experience is getting so bad in the United States that people are pre-disposed to lean toward vacations which are the opposite of that. And Jackson Hole happens to have that product right now.

One of the things that does not bode well for Jackson and growth is that I think that trend is just at the bottom. I think the trend for people to want spiritually to search out places that

aren't overcrowded, that don't have a lot of crime, where they can see a bald eagle soaring or they can listen to nothing but the sounds of water, is just beginning. We're just scratching the surface now in terms of what people want.

And I have told people that the Visitors Council generates $1.2 million a year. Right now, the state law will not allow that money to be spent on anything except tourism promotion. So given the state law, you either say we're going to bag it, or we're going to continue what we're doing. The ideal situation in my opinion would be to say we've got plenty of demand for our product. Let's spend that entire $1.2 million on, my personal preference would be, open space. I'd figure other ways to finance parking and buses; I don't know. I'd like to see it spent on something that's there in 1,000 years... something that's that critical, with the caveat that this is meant for tourism promotion but we don't need a lot of tourism promotion right now. If it turns out we need tourism promotion, we can go back in and get those dollars and start promoting again.

(Interviewer): Turning back more directly to advertising, it seems to me that it is only recently that locales have started to advertise as entities. Prior to now, there was no effort on behalf of communities like ours to present cohesive images of themselves to far flung publics. Now, we have a visitors lodging tax and so does everyone else...

(Riddell): Cities do. Counties do. States do...

(Interviewer): As do all mountain and beach resorts. Does it become increasingly critical in packaging Jackson Hole to distinguish or separate it from other communities?

(Riddell): Right now, no, because the Rocky Mountains are in so much demand that there are probably more than enough people to go around. In other words, the demand in Colorado, Utah, Wyoming and Montana probably far exceeds the supply. It's not critical for Jackson to do its own thing. You could probably put the money in a pot, cut the money in half, and do a campaign for the Rockies that would probably be more effective and that would probably get more people to each of the individual destinations.

(Interviewer): I've never thought of the supply as being large or small. But when you look at the environments within which the urban person will be comfortable, I wonder how many towns one is talking about. Probably 15 or 20, something like that, as opposed to 100.

One thing I noticed about our advertising, looking through the most recent issue of Skiing Magazine, is that all of the ski resorts that are advertising are in the Rockies or in California. No one in the East is advertising. Why?

(Riddell): I saw one for the state of New Hampshire that is a

skiing ad. Something to keep in mind is that they have such large, nearby population centers... it's the difference between why Jackson Hole has 100 times more skier days than Jackson Hole has. One of the major reasons is that they have Denver right there, and a large number of those skier days are from residents.

That's true in the East. Those ski areas really don't need skiers from California or from Chicago. That's not a likely spot for a skier from those areas to go on vacation because those areas aren't known for great skiing. They're known for lack of snow, being icy... all those kinds of things. Where they should be advertising is in Boston and New York, and I'll bet they do advertise there big time.

(Interviewer): In terms of our advertising, what is our philosophy regionally versus nationally?

(Riddell): More and more regionally.

(Interviewer): And why is that?

(Riddell): Because the region is growing like crazy. And the trend nationally is for more and more short vacations. That's a national trend. Instead of taking a three week vacation, people take five extended weekends. Wednesday through Tuesday, something like that. And with these, you're more likely to spend closer to home so that you don't spend 25 percent of your time on either end getting to your destination. We have tremendous growing populations in Utah and Colorado, and our single biggest contributor, other than local, to the ski area is Utah. And you say, they've got great ski areas; what are they doing here? It's not a vacation unless you leave town. And so people are doing these mini-vacations to places like Jackson Hole and loving it.

It's also easier for us to sell to because they're not afraid of the cold. They're not afraid of the icy roads. They live in this environment. There's no question that the way this region is growing, our populations in this area are sky rocketing. And as they do, we'll be spending less and less money nationally and more and more money regionally. And there will be less and less need to advertise nationally because we'll probably have more people in Jackson Hole than we can handle.

(Interviewer): Does the regional viewer of our advertising need to know that this area abounds in the resources you've mentioned? Things like wildlife?

(Riddell): They don't need detail. What they need is a gentle reminder. They've probably been here before, and they probably love the place, and all we're really doing is going, hey, remember we're here. That's all it requires on a regional basis.

(Interviewer): What people do and what people say is so far apart. I constantly hear people from the wider area say that they

hate Jackson Hole and they won't come here anymore. In fact, I'm far more likely to hear this than any positive comment about the area.

(Riddell): And yet the evidence doesn't support that. I'll bet you every one of those people comes to Jackson three or four times a year. And they'll say I hate going there, but they come for the Pole, Peddle and Paddle (race in March). They'll go up to Yellowstone in the spring when the roads open.

I think Jackson Hole bashing right now is particularly popular; it's a fad. But they really do like Teton Village; they really do like their annual white water trip down the Snake River Canyon; and they really do like their fishing trip to Yellowstone which they do every year.

(Interviewer): Whether you're dealing with national or regional publics, is Jackson Hole's accessibility widely known? It wasn't long ago that it was actually quite hard to get here, especially by car.

(Riddell): Really good question. We thought it was, and then we did a survey last winter down in Colorado. We went to five major ski areas and talked to people who weren't from Colorado. People who might have come to Jackson. We asked people if they would consider coming to Jackson, and if they wouldn't, why not. And the biggest thing that came up was that you can't get here. It is really a pain in the neck to fly here, when in fact if you go to Aspen or Vail, you have to do exactly the same thing you do to get here.

Apparently it is not as well known as we thought. A surprising fact.

(Interviewer): Another specific question: Do urban populations know that they can be physically comfortable here?

(Riddell): No. That's another thing that, again, you might do an advertising campaign on. If all you were trying to do was get as many bodies as you could here, you might build an advertising campaign around that.

(Interviewer): At the Visitors Lodging Council office, I noticed an old ad that I think Suzanne Young might have done. It's a closeup of a table top, and there's an extremely ornate coffee cup in the corner as though to reassure people that they'll be OK here... trying, in others words, to convey an image of sophistication in addition to natural beauty.

(Riddell): I would by choice not do an ad like that because I want people to accept Jackson Hole on its own terms, rather than for being a cultured and civilized place. I don't believe that's the reason to come here. And if that's the reason you're coming, I'd just as soon you don't come because those are the people who

are going to build the Teton Pines.

(Interviewer): Another question. Where are people coming from geographically?

(Riddell): It exactly corresponds to where the population centers are. It's ironic; we just looked at this the other day. We said, OK, what are the leading states. And it went in the exact order of where the populations are. It went New York, California, Chicago.

I didn't even think of it; I went here are the top five states and somebody said, what good is that. You could rank those in terms of population.

(Interviewer): In a way, that's more surprising to me than another answer because there are still the remnants or vestiges of a regional point of view, and so I would have thought the popularity of the West fluctuated from region to region. It's hot in the southeast, luke warm in the midwest and so on.

(Riddell): It depends a little bit. There are two different animals. The winter time is directly correlatable to population density. The summer time is a little different. More people, for instance, come from California because they're within a driving radius, compared to people from Georgia.

(Interviewer): Is it a catastrophe-in-the-making if this community votes down the visitors lodging tax (which requires reauthorization every four years)?

(Ridell): Don't quote me on this one. I would say the same thing I said earlier. Not in the short term...

(Interviewer): ... but in a softening market?

(Ridell): In a softening market, definitely. The reason is that momentum is very hard to get and very easily lost. And once you lose it, it's very hard to get it back. That's the primary argument for not letting the lodging tax go, because advertising is repitition. It's building, people seeing it time after time after time, in one form or another. In newspaper articles, in editorial coverage, in television ads, in print ads, in movies, everything builds. If you lose that, it affects all those things. There are fewer articles about it; there is less of everything, and it has a cascading effect.

That's why, in the best of all worlds, I think what you do is you reallocate some of the money. Maybe you say, OK, we're still going to publish some of our materials. We're still going to put out our summer and winter trip planners which provide information for people who want to come here. So we still provide the information service, but maybe we cut back on the advertising dollars and put those into... my preference is open space because

that maybe won't be here. We have only a short window in which we may be able to purchase that. The problem is that we can't do that right now because of the way that the law is written.

(Interviewer): Has there been a shift in where and how we're advertising during the seven years you've worked with the account?

(Riddell): Yes, we used to advertise summer quite a lot and go very much in general interest publications. Now we are saying, if anything, we want to de-emphasize summer because it may be too crowded here, and we want to push shoulder seasons.

The minute you make the decision to press shoulder seasons, there's an immediate ramification and that is that you're not going to market to people with children because they can't travel during the shoulder seasons. Their kids are in school.

Who, then, is that market? It's retired people. It's what we call empty nesters, people who might be only 45 years old but their kids are gone. It's married couple with no kids. And those people are best reached through speciality publications: fly fishing magazines, photography magazines... things more related to hobbies and activities because people who have the time to do hobbies as enthusiasts may not have kids.

(Interviewer): As I thought ahead to this conversation, I realized that in a very real way you perform a sacred trust for the community, in that you are "the keeper of the image." That is, you not only tell the world about who and what we are, you perhaps even more importantly tell us these things.

(Riddell): I really like that. (When we did the campaign on saving Jackson Hole), I realized that we're likely to save more land because we've said that's our image. What we are is people who are willing to commit to save this land, and so therefore we are willing to become people who are willing to save that land.

If that's who we say we are, we're much more likely to act that part. In other words, I think that advertising has two roles. One is the consumer; the other is that it establishes who you are. Then you have the responsiblity to live up to what you said you are, which is why I like to say look at our wildlife, look at our streams, look at our mountains, look at all these beautiful things we've preserved so that people will say, oh god, we can't ruin that, we've told people that we've saved it.

That's a very big leap for clients to make when they're interested in bottom line dollars and whether tax collections are going up. We're in this wonderful position of, we could be keepers of the image now because we don't need all this extra business. Let's be the ones who decide what Jackson will be, put that image out there, and we'll become that. If we work at it hard enough, we might just become it.

(Interviwer): Ironically, I see a lot of the opposite where people who've had well established businesses are seeing less business than they did five years ago because their particular sector of the economy has been inundated with competitors. It's strange and perhaps tragic that our success has bred as much insecurity as security.

(Riddell): It has bred more insecurity than security. Nonetheless, we're in that rare position where we can say we don't care whether this advertising brings any more people in or not. Let's see the role of this advertising as creating the image that we want to be. Which is exactly what I was going after in the "We Saved the Best for You" campaign.

(Interviewer): We'll see. I gravitate in these matters between mild optimism and extreme pessimism.

(Riddell): That makes two of us.

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